

Report of Director Communities and Environment

Report to Executive Board

Date: 21 October 2020

Subject: Locality Working in Our Most Disadvantaged Communities: Tackling Poverty and Inequality & Covid-19 Recovery

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| Are specific electoral wards affected? If yes, name(s) of ward(s): | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Has consultation been carried out? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Will the decision be open for call-in? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

Summary

1. Main issues

- Executive Board has been instrumental in making decisions on the shape of the council's work to tackle poverty and inequality and strengthen the city's most disadvantaged neighbourhoods and communities. It first approved the new approach for Locality Working in November 2017; a subsequent report was submitted to Executive Board in February 2019, which provided an update on its emerging work in priority neighbourhoods. This current report provides a further update on work as resolved by Executive Board.
- The Environment, Housing and Communities Scrutiny Committee has influenced and shaped the design of the locality working approach articulated in this report. The Director for Communities and Environment has submitted two Scrutiny Board reports, the most recent in January 2020. The Chair of the Environment, Housing and Communities Scrutiny Board offers Executive Board its reflection on the progress made in paragraph 3.89 - 3.92.
- The work articulated in this report was progressed with the full knowledge, active involvement and leadership of local ward members and there is an intention to share the learning and the emerging good practice more widely with other wards for their benefit.

- Undoubtedly, the way that locality working has evolved and the connections it has made between the delivery of integrated services in neighbourhoods and the engagement of the communities of Leeds has underpinned a significant part of the COVID-19 response in the city with positive and effective collaboration across council directorates and with partner organisations at neighbourhood level. It is timely now to consider what we have learnt from the experience of the last six months, hardwire the best of it into the council's working practices and ensure that it drives organisational design activities in the months to come.
- This report is rescheduled from the March Executive Board meeting, due to the outbreak of the pandemic and national lockdown. Specifically, this report will:
 - a) Describe the role of Community Committees and elected members in locality working
 - b) Provide a locality working update covering the period January to December 2019, using examples from work programs to articulate good practice;
 - c) Detail the emerging impact of Covid-19 in our most disadvantaged communities;
 - d) Provide examples of Covid-19 social and economic interventions;
 - e) Outline the Neighbourhood Improvement Board's role in supporting the impact of Covid-19 in our most disadvantaged communities.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- This report explains how the council's overarching ambition to tackle poverty and reduce inequalities as set out in the Best Council Plan is enacted at a local level, working in partnership in the city's most disadvantaged wards and neighbourhoods based on a range of insight and intelligence and ongoing engagement with communities, elected members and partners.
- The newly updated Best Council Plan 2020-2025 reflects the current Covid-19 context, while maintaining the three pillar priorities of inclusive growth; health and wellbeing; and climate change, under the overarching priority of tackling poverty and inequalities. Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions. Our city ambitions, particularly our overarching priority of tackling poverty and inequalities, will be key to guiding the recovery period, particularly as we begin to understand better the long-term health, social and economic impacts of the pandemic.

3. Resource Implications

- No current resource implications other than for existing resources that have been re-purposed to provide for greater focus on place-based integrated services and the alignment of new additional resources through funding bids/grants to local neighbourhood and ward level programmes to meet the ambitions of locality working and the need to strengthen our communities. Consideration is being given to future resource requirements through aligning planned investment.

Recommendations

The Executive Board are asked to consider the content of the report and agree the following recommendations. That this Executive Board –

- a) Note the positive comments of the Environment, Housing and Communities Scrutiny Board on the strong progress made to date.
- b) Request that the Executive Member for Communities work with the Chair of the Environment, Housing and Communities Scrutiny Board to consider the engagement of other scrutiny boards in the work.
- c) Request the Director of Communities and Environment and the Director of Housing and Resources consider the implications of the work to date for organisational development **and design work** in the council.
- d) Request that the Directors of Communities and Environment, Housing and Resources, and City Development consider the implications of the progress to date for further improving the connectivity of the city's most disadvantaged neighbourhoods to economic opportunities and aligning capital investment programmes.

1. Purpose of this report

- 1.1 Executive Board approved the model for Locality Working in November 2017. Following this approval, a new place-based approach was developed, which aims to tackle poverty, reduce inequality and address vulnerability in some of the poorest neighbourhoods in Leeds. A subsequent report was submitted to Executive Board in February 2019, which provided an update on its emerging work in priority neighbourhoods.
- 1.2 In March 2020, the UK government took the decision to lockdown the country as the key response to the ongoing Covid-19 pandemic. This has had a disproportionate impact of Covid-19 in our most disadvantaged communities. The Neighbourhood Improvement Board and the locality working approach have a critical role to play in making demonstrable improvements in our most disadvantaged communities.
- 1.3 An update report was scheduled for submission to Executive Board in March 2020, but this was rescheduled to October 2020, due to the outbreak of the pandemic and national lockdown.
- 1.4 This report provides Executive Board an update on:
 - The role of Community Committees and elected members in locality working
 - Locality working update 2019: application of the principles of locality working using examples from work programs to articulate good practice;
 - Emerging impact of Covid-19 in our most disadvantaged communities;
 - Covid-19: social and economic interventions;
 - Neighbourhood Improvement Board's role in supporting the impact of Covid-19 in our most disadvantaged communities.

2. Background information

- 2.1 The Locality Working model aims to respond to the national Indices of Multiple Deprivation (IMD) data, which in 2015 identified sixteen neighbourhoods in Leeds that were categorised as being in the most disadvantaged 1% of neighbourhoods nationally. As part of this approach, six priority neighbourhoods were identified to accelerate the council's approach to tackling poverty and inequality in the city. These six neighbourhoods are New Wortley; Beeston Hill; Cliftons and Nowells, Recreations; Lincoln Green and Boggart Hill.
- 2.2 The approach was predicated on the council's ambition to be a compassionate city with a strong economy that is inclusive of the communities in the city and a view that a smaller neighbourhood focus creates the opportunity to develop a more detailed process for understanding and responding to communities affected by poverty. It also creates a locus for testing and aligning the approaches of council services and partner agencies, including, the alignment of investment and resources.
- 2.3 The approach seeks to challenge current approaches and focus the capability and capacity of the whole council and its partners, working with elected members and local residents, on improving outcomes in the city's most challenging neighbourhoods. This approach is built on:
- Enhancing the centrality of community committees to locality working led through elected members;
 - Prioritising our collective endeavour and resources;
 - Using our own staff resource, capacity and capability more effectively;
 - Developing improved working relationships with our partners locally;
 - Ensuring we work closely with communities so that we do things with and not to people;
 - Enabling cultural change in the council and across our local partnerships, so that we can learn and apply improvements across the whole city;
 - The development of six Core Teams and a range of target ward partnerships.
- 2.4 The Council has driven the implementation of the locality working approach applying a strategic framework (Appendix 1), which places the most disadvantaged communities in Leeds at its centre. The approach is split into the three key strands, working through: Community Committees; target wards and priority neighbourhoods. Working in this way has created a locus for council departments/services and partners, to target their existing investment and resources and align new resources - for example, through external funds, bids and grants - to best effect.
- 2.5 Six 'Core Teams' have been established in the priority neighbourhoods; alongside a number of partnership arrangements for improving the city's target inner city wards. Core Teams comprise of officers from within the council, elected members, NHS, Police, DWP and the Third Sector. A number of reporting mechanisms have been developed to support this new way of working including, importantly, the appropriate Community Committee and ensure that challenges and opportunities and the work to address them is well articulated to decision makers.
- 2.6 To strengthen the council's commitment to being a compassionate city and reducing poverty and inequality, a new Equality Improvement Priority has been established which aims to 'improve equality outcomes across the six priority neighbourhoods'. See Corporate Considerations for further detail.

2.7 In March 2020, the UK government took the decision to lockdown the country as the key response to the ongoing Covid-19 pandemic. The aim was to prevent infection transmission in the general population by restricting activities that could be undertaken beyond the home. The key advice was to stay at home, leaving only for essential supplies, (food and medicine), and for essential work. This necessitated the closure of business and wider activities, and potential loss of income to communities. The pandemic emergency initiated a crisis that quickly brought to the fore a large number of needs across the communities in Leeds.

3. Main issues

Political Leadership

- 3.1 Community Committees, which comprise of locally elected ward members and in some areas co-opted representatives, continue to work for the residents of Leeds by providing a framework for local democracy and a forum for local people to have their say on the issues that matter to them most. They provide a mechanism for civic engagement through local forums and community committees, on key issues such as environmental improvements, community safety, health and wellbeing and employment. Healthy local governance is needed to ensure residents and local organisations have a stronger voice and tangible routes for achieving change.
- 3.2 Elected Members ensure that our citywide priorities are discussed in local neighbourhoods and they allocate their Wellbeing and Youth Activities Funding in line with local priorities to address local need. This has resulted in over £1.4 million being spent, which attracted match funding of £1,603,603.19, bringing the total figure to over £3 million, with over 108,042 volunteer hours in 2018/19 alone. Further information is included in Appendix 3.

Vignette 1: Neighbourhood Planning

Burmantofts and Richmond Hill Ward Councillors are supporting neighbourhood planning in their Ward using a combination of Wellbeing monies, Housing Advisory Funding (HAP) and a proportion of their CIL Neighbourhood Fund. The neighbourhood plan, now formally designated as a neighbourhood area, encompasses Mabgate, Lincoln Green and Burmantofts. Uniquely, the neighbourhood plan will be led by East Street Arts (a local arts organisation based in Mabgate) and will see artists commissioned to engage and enable a locally established forum to drive the plan.

Vignette 2: Holbeck, a community hub

In Holbeck, a community hub, known as The Support Hub @Holbeck, has been established at 5 Recreation View. The converted house provides an accessible base for a variety of council and third sector services to connect with residents in the heart of this priority neighbourhood. Local ward members used their wellbeing funds to support the start-up costs associated with the building and publicity to promote the service.

- 3.3 Through the Community Committee structures, local elected members provide leadership and guidance to the locality working agenda. Local ward members sit on the relevant Core Teams and partnerships within the target wards, helping to shape, drive and champion priorities and interventions. Members support their respective core teams to engage locally with the community through their local leadership role. This ensures maximum involvement from residents in shaping local priorities and developing solutions.

Vignette 3: Inner East Environmental Sub Group

The Deputy Chair of the Inner East Environmental Sub Group led a multi-agency working group of officers to address waste in gardens in the Cliftons and Nowells. A significant number of properties in the Nowells were identified that did not have a black bin, this was an ongoing problem, with a key contributing factor being missing and stolen bins. In this instance, to put this right, local ward members allocated wellbeing funding to purchase new black bins, which the Refuse Teams delivered with Waste Doctors, who offered information and guidance.

Vignette 4: Bramley Our Place

The Bramley Our Place partnership, driven by Bramley ward members, developed a new integrated way of working based on identifying local needs and targeting inward investment to commission localised projects. One of the supported projects was a Bramley Obesogenic-Food Environment Study. They conducted a scoping review of the food environment literature, identified factors that influence food store manager decision making and reviewed the feasibility and effectiveness of current food retail environment interventions. Part of this included a menu analysis to assess the menus used by takeaway food businesses in Bramley, identified some best practice examples and explored what changes may be needed to encourage consumers to make healthier food choices. The follow up of the project would be to co-produce a food environment project that would help enable healthy food choices via either responsible retailers' pledges, a kitemark initiative or a Bramley Business Incentives Card for healthy choices.

Vignette 5: Westwoods Working Group

The Westwoods Working Group, led by Middleton Park ward members, have been instrumental in several environmental improvement activities; such as working with the primary school to plant fruit trees at Helston Walk and spring bulbs on the land opposite the main school gates on Bodmin Garth. Spring and summer lamp post hanging baskets have also been funded by the Inner South Community Committee and installed at Middleton Ring Road (water tower), Asda roundabout, Belle Isle roundabout, Motorways Belle Isle, Belle Isle Road and Gate and Winrose Crescent.

- 3.4 The role of Community Committees in ensuring robust local reporting and maximising the use of local knowledge to inform and influence local service delivery is important. Consideration needs to be given as to how we connect better the appropriate Community Committee Champions to the work of the Neighbourhood Improvement Board and the allocation of delegated resources, such as Wellbeing, Youth Activity Fund, Community Infrastructure Levy (CIL) and Capital Receipts Incentive Scheme (CRIS).
- 3.5 Discussions have begun with the 10 Community Committee Chairs, and more recently Community Safety Champions, where they have expressed their ambition for the champion roles to be more defined and structured. This would involve establishing a clear thread between themed activities taking place within the community committee area, through to structures that are more corporate. Discussions so far have included; developing a champion's role profile, strengthening their links to responsible Executive Members and key partners - for example, West Yorkshire Police, more direct involvement in strategic service reviews, and more cross committee work to tackle thematic issues and share good practice.
- 3.6 Furthermore, in order to build on the good work that has taken place locally through the leadership of local elected Members throughout the Covid-19 pandemic, discussions have begun on the development of a new Civic Engagement Champion role. The Civic Engagement Champion would support the work of the local third sector and encourage the creation of more local volunteering opportunities. A small elected member working group has met to make recommendation to the 10 Community

Committee Chairs, who have recently agreed to pilot the new Civic Engagement Champion role in Inner South, Inner West, Inner North East and Outer East. The pilot will operate for 6 months, with feedback being provided back to the chairs before the start of the new municipal year. If approved the role will then be rolled out to the other committees and formally included in the Council's constitution.

Locality working update 2019: Locality-working principles applied

- 3.7 The Locality Working Strategic Framework (Appendix 1) is predicated on a number of principles and different, more integrated ways of working:
- Developing a shared sense of the assets of individuals and communities with a strong focus on building self-reliance and resilient communities;
 - A placed based more integrated working approach;
 - Early intervention and prevention to prevent reactive public service cost;
 - Getting to the root causes, sharing knowledge and avoiding duplication to develop effective local and/or citywide solutions;
 - New ways of working and driving system change.

- 3.8 A number of short 'vignettes' are introduced in this report to provide a flavour of how the locality working principles have been applied in practice in local ward and/or priority neighbourhood work during 2019.

Building self-reliance and resilient communities

- 3.9 Whether through priority neighbourhoods, target wards or Community Committees, really knowing neighbourhoods and communities and developing a shared sense of the assets, is a vital ingredient of the council's approach to locality working. Consequently, there has been a strong focus on strengthening communities and building self-reliance and more resilient communities.
- 3.10 The work in all six-priority neighbourhoods in this year placed huge emphasis on community engagement, by working alongside elected members and local communities to harness a local voice and develop local solutions through social action.
- 3.11 Local ward members have emphasised the importance and benefits that can be achieved from working with local residents. Ward members have brought a very helpful insight into the challenges affecting these neighbourhoods, through their local democratic leadership role.
- 3.12 Housing Leeds continue to actively support the work of the relevant local Core Teams and their Tenant Engagement Officers are actively engaged in local programmes of work with opportunities for even closer working being explored.
- 3.13 Community Hubs across the city are a vital component of our engagement with communities. The hubs continue to develop and evolve and the standard service offer is being increasingly complemented by bespoke activities that reflect local needs and involve local third sector groups in their delivery model.
- 3.14 From the outset, the Communities Team have lead multi-agency Core Team walkabouts and door knocking exercises. Welcome packs have been developed, encompassing local service information and useful phone numbers and these have been delivered to over 4,000 households.

- 3.15 A range of approaches have been implemented, categorised broadly in line with the ladder of participation¹, which suggests various channels, which might be used, to increase social action and access to decision-making power (See Appendix 2). The following examples demonstrate how these approaches have been implemented.

Vignette 6: Local and face-to-face contact

In Holbeck, a community hub, known as The Support Hub @Holbeck, has been established at 5 Recreation View. The converted house provides an accessible base for a variety of council and third sector services to connect with residents in the heart of this priority neighbourhood. It offers help and advice on issues such as employment, social care, housing, debt, council tax and anti-social behaviour. The hub has proved popular with services reporting much better engagement with residents because of this initiative. There have been 404 requests for services between June 2019 and December 2019, which includes 138 for employment, and training, 135 for housing advice and 63 for debt and benefit advice.

Vignette 7: Working with third sector partners

Building on previous successful partnership working with New Wortley Community Association, the Core Team has focused much of its service delivery and activities at the New Wortley Community Centre. This included; activities for young people, including joint delivery of Holiday Hunger; 'pop up' Hub services; and a range of employability programmes. These programmes have all benefitted from the trust and accessibility that the centre and its worker have developed with the local community. Equally, the community association has also reaped benefits as the support of statutory partners has enabled it to develop a sustainable model for the centre, helping it to lever in external funding for a range of activities. This has meant that the community centre has become less reliant on council resources to enable its continued delivery.

- 3.16 The learning from these 'pop-up' community hubs and service approaches in the priority neighbourhoods have informed opportunities across the city.

Vignette 8: Richmond Hill Academy Community Hub

The Communities Team have been working with Richmond Hill Academy to support them in opening a Richmond Hill Academy 'community hub' in the café space within the school. An external entrance/exit to the café has been built on the front of the school, making it accessible and community facing. The hub was officially launched on 24th January 2020.

- 3.17 At its core, Asset Based Community Development (ABCD) is about discovering the assets, skills and passions that exist within a community to develop positive social action. Funded by Adult Social Care and commissioned by the Communities Team, the ABCD Community Builder capacity provides for a better connection with the residents involved in social action projects on an ongoing basis. However, these approaches only have short term funding and these initiatives take time to embed and sustained investment to nurture social action.

Vignette 9: Asset Based Community Development (ABCD)

All priority neighbourhoods have developed an ABCD approach. In Beeston Hill, the Community Builders have brought community members together to improve the facilities and activity offer at Rowland Road Working Men's Club. In the Clifton and Nowells, local mums have come together to establish a residents group to support children and families in their neighbourhood.

- 3.18 The learning from this approach in the priority neighbourhoods is informing wider ward based initiatives.

¹ The ladder of participation (Arnstein 1969) is a well-known guide to seeing who has power and influence when important decisions are made that affect local communities.

Vignette 10: Community Builder at Bankside Primary School

Learning taken from the ABCD approach developed in the priority neighbourhoods has enabled the recruitment of a Community Builder in the target ward of Gipton and Harehills. This will be the second Community Builder employed by Learning Partnerships. The post has been co-funded for 2 years by Adults and Health and Children and Families Directorates in partnership with Bankside Primary School. The worker will work closely with parents from the school and residents in the immediate neighbourhood, engaging their skills, knowledge and talents through relationship building to develop Community Connectors who will lead positive change in the area.

- 3.19 The backstreets in a number of priority neighbourhoods are problematic, on a recurring basis, suffering from litter, flytipping, waste in gardens, and damage to property boundaries such as the fencing and gates and missing bins. The following example demonstrates how social action can be achieved around a local issue.

Vignette 11: Social Action

Love Where you Live² project, in three priority neighbourhoods, empowered residents to improve their back streets through small scale repairs and improvements, for example making fencing, gates and planters out of wooden pallets and painting them bold colours, generating increased responsibility by local people to initiate further social action.

- 3.20 Each back street was left in a visibly better condition and some new connections were made between neighbours. Residents really enjoyed being involved in this opportunity and were able to see rapid, visible results and the impact of their personal endeavours.

Place based integrated working approach

- 3.21 A placed based, more integrated way of working has been adopted across all the priority neighbourhoods, bringing partners from a range of services and agencies together to focus on the specific needs of each area. Core Teams have worked collaboratively with local communities to develop local solutions and better target their resources and the types of interventions. This approach has included maximising the use of local assets and better understanding the cumulative impact of social and economic issues within small neighbourhood settings.
- 3.22 Poverty and inequality is prevalent in all our priority neighbourhoods with basic unmet needs around food, clothing and furniture and infestations linked to some housing conditions. Ward members have placed great importance on addressing poverty and inequality in these neighbourhoods and this has been championed through the Neighbourhood Improvement Board as a challenge for all directorates to address.
- 3.23 Child poverty is extensive in all of the priority neighbourhoods, with on average 43.4% of children living in low-income households.³ Employment and skills is key to lifting families out of poverty and the Leeds Inclusive Growth Strategy focuses on reducing unemployment, tackling low pay and underemployment and providing a better education and skills system.
- 3.24 Leeds Anchor Institutions are large organisations, such as the council, hospitals, universities, housing associations and large private sector organisations, who are often the biggest spenders and employers in a city region and make a vital

² Love Where You Live: transforming problematic backstreets into bright and friendly communal spaces.

³ Low-income households are in receipt of out-of-work benefits or in receipt of tax credits with a reported income, which is less than 60 per cent of national median income.

contribution to the local economy. Work is underway to connect all these anchor organisations through the Leeds Inclusive Growth Strategy to the city's priority neighbourhoods and Executive Board will note the report on "Promoting Good Standards in Employment" in respect of the Leeds Anchor Network. The following example demonstrates the benefits that communities in our priority neighbourhoods can experience from a collaboration between a Core Team and an anchor institution. The impact from which is reaching wider than our priority neighbourhoods, into our target wards.

Vignette 12: Leeds Teaching Hospital Trust (LTHT)

Lincoln Green core team partners worked closely with LTHT, Leeds City Council's Employment & Skills Service and Learning Partnerships to develop a targeted recruitment programme to support people into jobs within the facilities and estates department. This opportunity has been rolled out to other priority neighbourhoods - Beeston Hill, Recreations and the Cliftons and Nowells - to further the ambition to target recruitment in our most disadvantaged neighbourhoods. Between April 2019 and December 2019, 49 people from target wards have been successful in securing employment.

- 3.25 This way of working has been identified at a national level as good practice and is cited in the NHS Long Term Plan. More recently, partners have been commended for their Locality Based NHS Employability Programme nomination to the Local Government MJ Awards for the Transforming Lives Category.
- 3.26 In response to child poverty, partners have been working hard to harness resources from across a range of sources to deliver sustained holiday hunger provision. Local ward members have invested in this programme of work through their Youth Activity and Wellbeing Funds.

Vignette 13: Holiday Hunger

Activities have been targeted to our most disadvantaged neighbourhoods, enabling vulnerable children to have access to food, fun activities, learning and support to families over the holiday period. In the summer of 2019, the programme reached 5,441 children, young people and 903 adults who attended with their children.

- 3.27 Youth violence, in particular Anti-Social Behaviour (ASB) is challenging and problematic in all our priority neighbourhoods. Along with drug use, dealing and the potential for child criminal exploitation.
- 3.28 Under reporting of ASB has been a persistent problem in priority neighbourhoods, largely in part due to a fear of retribution from local criminal elements. Partners and ward members are working hard to overcome this fear by being visible, responsive and sharing information to enhance problem solving and interventions, focusing on micro-geographies of concern to maximise their impact.
- 3.29 Although, overall crime has increased in both the priority neighbourhoods and Leeds more generally since 2016, this may not reflect a real increase in actual criminal activity. The data can be affected by changes in recording practices, policing activity and victims' willingness to report crime.
- 3.30 Proactive work has also been undertaken in all priority neighbourhoods and target wards to reassure and engage with residents and provide them with useful information, such as emergency numbers. A positive outcome from increased reporting and improved recording will be the improved targeting of resources to our most disadvantaged communities.

- 3.31 The Cliftons and Nowells Hate Crime and ASB Multi-Agency Working Group emerged at a time of crisis because of significant hate crime and ASB within a small geography. Professionals sought to understand the presenting issues, whilst also recognising that the residents held a great deal of knowledge about their community, which needed to be used if changes were to be understood and proactively addressed. However, fear of retribution resulted in under-reporting of ASB in the neighbourhood.

Vignette 14: Multi-agency working to reduce ASB

Core team partners undertook a cumulative impact assessment to determine the intensity of the problem and utilised the Rethink formulation⁴ to understand the problem and plan the next steps. Additional resources were deployed, in the form of the High Rise Team. Migrant Community Networkers⁵ were able to connect with victims in a more meaningful way. Two closure orders, injunctions and the first Public Space Protection Order⁶ ASB in Leeds was implemented. Temporary CCTV was installed and the youth offer was enhanced. A sustained reduction of 57% in Hate incidents in the Nowells PSPO area and a reduction of 45% in Anti-Social Behaviour in the Nowells PSPO area was achieved compared to equivalent periods 12 months apart, September 17- March 18 and September 18-March 19.

- 3.32 The key perpetrators of ASB in the neighbourhood were children and young people, who themselves were also experiencing a number of safeguarding and welfare issues leading them to spend large periods on the streets. This presence on the streets is further compounded in some priority neighbourhoods by children feeling that there is nothing to do or nowhere to go, drawing them into negative pursuits.
- 3.33 The role of youth providers in improving outcomes for children and young people is increasingly important. Active Leeds drew in additional resources from activity-based voluntary youth providers, who came together with the Youth Service and the Youth Inclusion Project to work collaboratively in some of our priority neighbourhoods. This enabled youth practitioners to be more effective in engaging and supporting young people.

Vignette 15: Active Leeds

In the Clifton and Nowells, Active Leeds put in coaches to work alongside Youth Service to deliver football coaching. Active Leeds then brokered a relationship with Leeds United Foundation to sustain this delivery. In Lincoln Green, Active Leeds brought in Yorkshire County Cricket to establish junior cricket sessions, which proved popular. Active Leeds has funded three young leaders to secure a level 2 cricket coaching qualifications to sustain this activity.

- 3.34 Core Teams have placed a significant emphasis across all priority neighbourhoods to address ASB, through a range of interventions including enhancing the local youth offer, working restoratively with young people, making best use of enforcement tools and building community resilience.
- 3.35 This collective endeavour has achieved tangible results and the gap between the priority neighbourhoods' average and that in Leeds more generally has narrowed

⁴ Rethink formulation – also known as the 6Ps - refers to the way in which when working with children and young people and families we understand their needs and experiences and how it is used to inform practice.

⁵ Migrant Community Networkers are volunteers from migrant communities in the city and that have been trained and developed through the Migrant Access project to establish trust with and help connect migrant communities better to services.

⁶ A public spaces protection order is an order that identifies the public place and prohibits specified things being done in the restricted area and/or requires specified things to be done by persons carrying on specified activities in that area. Failure to comply with a public spaces protection order is an offence.

markedly, correlating with the start of the work of the Core Teams and their deliberate focus on ASB.

- 3.36 Children and young people spend significantly more time out of school than in, with 14% of their time spent in school and 53% in a community setting. The Leeds '3As' strategy developed by Children and Families Services supports the locality working approach in championing the need to work with parents, families, friendship networks and communities to help them to help children succeed. So, joint work to address ASB issues in target wards and priority neighbourhoods through locality working helps improve school attendance and contributes to improving overall outcomes for children, young people and families.
- 3.37 The following example provides a strong illustration of how working in the community in this way through strong third sector anchor organisations can be life changing for young people.

Vignette 16: CATCH Community Action to Create Hope, Harehills

CATCH supports young people from a host of backgrounds and with a range of challenges, providing them with safety, stability and purpose. The Ark building itself feels like a safe and friendly space set amongst the densely packed streets of Harehills. Innovations around peer mentoring and the new Super Stars progression programme and the ongoing support to young people to raise their aspirations and connect them with life enhancing opportunities – such as apprenticeships through Leeds City College - perfectly illustrates this asset to the community.

- 3.38 This need for community-based work is more relevant in our priority neighbourhoods where there is greater risk of children and young people experiencing Adverse Childhood Experiences (ACEs) in areas of higher deprivation. ACEs have been found to have lifelong impacts on health and behaviour and they are relevant to all sectors and involve all of us in society. Improving community resilience is fundamental to delivering actions on ACEs.
- 3.39 In order to deliver community-based work with children and young people there needs to be safe spaces for youth providers to deliver positive activities. The challenge in some neighbourhoods continues to be a lack of appropriate building space and community assets of sufficient quality to deliver targeted provision and offer life-enhancing experiences to build community resilience.
- 3.40 An opportunity emerged due to a successful bid to the Office of the Police and Crime Commissioner (OPCC) as part of the Home Office Early Intervention Fund, led by Safer Leeds⁷. The programme had three strands focused on developing and sharing learning that mitigates the risks of youth violence and provides support for young people involved in and at risk of serious crime and violence. The programme of work was focused in Chapeltown, Harehills and the Cliftons and Nowells neighbourhoods. Safer Leeds was also successful in receiving funding from the Violence Reduction Unit (VRU) through time limited Home Office funding available until March 2020. Over £200,000, VRU and Wellbeing Funds were allocated to build an extension to Nowell Mount Children's Centre for a Nowells Community Youth Hub. £172,840 was allocated to community projects across Gipton and Harehills ward, Armley ward, the Chapeltown area and to Burmantofts and Richmond Hill ward to invest in community based projects that support the prevention and reduction of youth violence. It is hoped that these short-term projects will provide good evidence of how to reach and support

⁷ Safer Leeds is the city's Community Safety Partnership, responsible for tackling crime and disorder.

young people in their local community and support future funding applications should the opportunity become available.

- 3.41 Improving the resilience of children and young people can have a significant impact on their long-term outcomes; effective transition support to high schools can have a positive impact on educational attainment and the young person's wellbeing.

Vignette 17: Improving transition support from primary to high school

Dixons Unity Academy have become a key partner in the work of the New Wortley core team and welcomed the idea to host a sport fair. The aim was first to encourage young people to be more active, to consider sports clubs and after school activities and to encourage participation and engagement. The second part of the project was to ask local primary schools to bring their year 5 and year 6 pupils up to the school as part of the transition programme. This was to encourage their families to attend to introduce younger children to the school from an earlier age in an effort to break down barriers around the move from primary to high school by attending a fun and entertaining event there. The fair in the summer of 2019 was well attended with over 130 young people trying out various sports and activities in the sports hall and outside space.

- 3.42 Improving the local environment has featured significantly in feedback from local residents, along with ASB and crime. Empty buildings, evidence of litter, graffiti, fly tipping and vandalism are prevalent across the priority neighbourhoods. Once environmental problems take hold, they can have self-reinforcing consequences and can lead to a greater fear of crime, which could drive away people from the neighbourhood who are in a position to relocate, further entrenching the problem.
- 3.43 Within Boggart Hill, the derelict 'Gate' pub site has been an eyesore on the edge of the priority neighbourhood for many years. Despite extensive enforcement activity and several tentative proposals for redevelopment by the leaseholders, the site has only deteriorated and continued to blight the area. The following vignette is an example of how the work of the Core Team has delivered local action.

Vignette 18: Derelict 'Gate' pub site

A magnet for ASB and a signal of a declining area, following a Neighbourhood Improvement Board meeting, the Council has utilised Housing Revenue Account funding to negotiate the buy-out of the lease and the demolition of the derelict pub building. The site now offers an opportunity for new housing and community facilities offers. It has the potential to consider a wider site redevelopment within the context of the priority neighbourhood. Acquisition took place in October 2019, the site was demolished and landscaping of the site took place in early 2020. Partners are now coming together to start developing plans for ambitious mixed housing and community use for the site.

- 3.44 Environmental Visual Audits have been undertaken in a number of priority neighbourhoods, which has helped partners look at the cumulative impact of the environmental issues. Formal notices are being issued by the Cleaner Neighbourhoods Team as required and enforcement is being pursued alongside informal engagement and outreach work on a range of environmental crimes and issues across priority neighbourhoods to effect behaviour change.
- 3.45 Groundwork supported the Cleaner Neighbourhoods Team and a range of partners to deliver the 'Love Where You Live' project in three priority neighbourhoods, as referenced earlier in this report, to stimulate social action. These programmes ran for six months and gave a sense of what could be achieved through social action. Further funding has been drawn in through Housing Advisory Panels and Community Committee Wellbeing Funds to deliver more targeted environmental interventions. It is already clear that social action is key to improving the local environment. However,

developing community capacity and capability takes time and resources to make sustainable changes for medium to longer-term improvements.

- 3.46 On a wider scale, new approaches are being developed to improve our town and district centres. Over recent years, visitors to Armley Town Street were expressing concerns about issues that were making it ever less welcoming to shoppers and local residents.

Vignette 19: Armley Town Teams

A Town Team approach was developed with the local Member of Parliament, Ward Members, Police, council officers, and local businesses to tackle the issues. The first priority was to address issues of ASB and tackle the problem of street drinking. The Town Team then moved onto improving the appearance of the street, this involved tidying up and re-letting premises, launching a town centre In Bloom team and developing a traders group to play a lead role in ongoing improvements, public events and community initiatives. Such as the VE Day celebrations, major planting, 1940s fancy dress, shop window competitions, a sports day and music hall entertainment. Residents have highlighted a big turnaround to the street compared to only two years earlier.

- 3.47 The success of this approach has resulted in this approach being rolled out in in the Harehills Lane and Dewsbury Road areas, where progress is being made. Town Teams are being encouraged in all of the 66 shopping areas outside the city centre.

Early intervention and prevention

- 3.48 This integrated locality working approach focuses on early intervention and prevention to prevent reactive public service cost. The council is committed to improving housing conditions as featured in the city's Best Council Plan and to reducing inequalities as part of its Strong Economy, Compassionate City agenda with the vision to reduce poverty, providing opportunities for people and to ensure they live in a good home and a safe environment. However, not everyone has benefited from the city's success, nowhere is this brought into sharp relief more than in our most disadvantaged neighbourhoods.
- 3.49 Creating safe environments has been at the forefront of collaborative working, a key element of this has been working creatively to prevent and mitigate the impact of seasonal trends and activities. Since the inception of the New Wortley core team, ongoing and seasonal youth ASB challenges have had a significant impact locally. The core team developed an approach that put prevention and diversionary activity at the heart of its work programme.

Vignette 20: Community safety - seasonal planning

An annual process and partnership is now in place to address seasonal escalations in youth ASB, such as summer holidays and bonfire night. Bonfire action plans and summer activity plans are put in place every year to address local issues. Targeted proactive service interventions are undertaken, such as the removal of fly tipping and waste that might be set alight, alongside the mapping and delivery of diversionary and more positive activities for young people to engage in. The summer activities plan has enabled the coordination of youth activities across a range of local partners to ensure a diverse programme, with something being delivered on every day of the summer holidays. This has dramatically reduced ASB issues in New Wortley at two key times in the year. This approach has been replicated across the city.

- 3.50 The Leeds Neighbourhood Approach (LNA) is a partnership approach led by Private Sector Housing to address not just housing conditions and empty homes, but also the needs of families and individuals where officers cross the threshold to offer help

and assistance. This has involved a partnership with colleagues in Employment and Skills, Cleaner Neighbourhoods Team, the Police, West Yorkshire Fire Service, Touchstone, White Apple, Communities Team, Health, and the Leeds Credit Union. To support this approach there has been a £4.5m home improvement scheme targeting 180 properties in the Recreation's in South Leeds to renovate the homes, and improve energy efficiency. This approach has led to the creation of a hyper-local pop up hub, 5 Recreation View, to support the community and help to deliver services. (See earlier vignette in section 3.15)

Vignette 21: Leeds Neighbourhood Approach (LNA)

Since launching in 2015 and until 2019, 885 homes have been inspected, the inspection process has removed over 1670 hazards from homes where works have been completed relating to fire safety, falls, electrical safety, security and overcrowding. Over 111 long-term empty homes have been brought back into use. Multi-agency area walkabouts have been conducted and eleven landlord forums have been held to engage with local landlords and housing providers to update them on activities/developments in the city and local area. Through direct interventions when crossing thresholds, over 1100 referrals have been dealt with for support and advice from Holbeck residents around employment and training, debt and benefit advice, Anti-Social Behaviour and reporting criminal activity and social isolation and mental health support.

- 3.51 Selective Licensing⁸ was approved by Executive Board in June 2019. It will ensure better management of 6,500 private rented properties when it is implemented in Harehills, Cliftons and Nowells and Beeston. The approach to Selective Licensing has been supported by the locality working agenda and locality working will feature in its implementation through local partnerships coming together with a local offer that will support tenants to address their wider social and economic needs, whilst their housing conditions are being reviewed.
- 3.52 Kingsdale Court, a development of eight blocks of predominantly private rented flats, presents a huge challenge within Boggart Hill. The site is blighted by disrepair, fly-tipping, health and safety hazards including electrical, fire hazards and inadequate heating and insulation, anti-social behaviour and poor security with one of the blocks, Farnley House, having a void rate of 84%.

Vignette 22: Kingsdale Court

The priority neighbourhood focus has provided a real insight into life at Kingsdale Court revealing that there is serious under-reporting of crime and ASB as residents are afraid of retaliation and bringing the needs of the neighbourhood into sharp relief. To help, the Police have increased proactive patrols to build a case for further action. The Neighbourhood Improvement Board in April 2019, agreed to consider a long-term comprehensive solution to the challenge of Kingsdale Court, utilising the full powers of the Council and partners to tackle this site in the short, medium and long term. This has led to local enforcement and discussions at senior level regarding future options for the site. As part of landmark action taken by the Leeds Anti-Social Behaviour Team (LASBT) and West Yorkshire Police at Leeds Magistrates Court in February, a three-month closure order was subsequently granted for each flat located in Farnley House (the worst block). In securing this order, this is the first time wholesale action has been taken against private sector leaseholders and administrators in one block.

⁸If you rent out a property in certain parts of Beeston or Harehills, you will need to apply for a selective licence. If your property is located in either of the two selective licensing areas, you will need a licence for the period of 6 January 2020 to 5 January 2025.

- 3.53 Following a briefing at the core team, where partners raised the need for improvements, Highways supported the development of local proposals and were successful in acquiring £1 million from the Department of Transport and West Yorkshire Combined Authority. The funding transformed streets in the Receptions area of Holbeck, creating additional greenspace and a safer environment, as part of the Streets for People initiative. Highways and partners consulted with residents about the issues they face and the sort of measures they would like to see in the area. These include suggestions for closing streets and grassing them over as green play spaces. Other options being discussed are aimed at slowing traffic and reducing 'rat-running.'
- 3.54 Whilst these interventions have the potential to herald significant improvements, there are a number of priority neighbourhoods, such as the Cliftons and Nowells, Beeston Hill and the Receptions, where the housing tenure is predominantly private rented and more run down making neighbourhood improvement more challenging and the demands on capital investment more significant.
- 3.55 Run down neighbourhoods also have an impact on people's health and well-being. There is direct correlation between people's perception of high levels of environmental blight, such as litter, graffiti, dumped fridges, broken glass and their levels of anxiety, depression and greater wariness in using the outdoor environment.
- 3.56 We also continue to face significant health inequalities between different groups in our targeted wards and priority neighbourhoods. A relentless focus on reducing these inequalities will remain at the forefront of our efforts in locality working over the coming years to support the work of the health and wellbeing strategy to ensure that people who are the poorest will improve their health the fastest.

Vignette 23: Careview app

Colleagues in Public Health are keen to tackle social isolation and have developed their award winning Careview app in the priority neighbourhoods. This innovative app allows users to "pin" addresses based on the appearance of the property, looking for signs of unmet needs. Voluntary sector organisations then visit the properties to see what if any assistance is required and individuals have been connected with the relevant support.

- 3.57 Public Health are undertaking Health Needs Assessments in each of our priority neighbourhoods and supporting wider connectivity with health partners and partnerships such as the Local Care Partnerships and third sector organisations. Examples include targeted preventative interventions, such as increasing childhood immunisation rates and take-up rates of over-forty health checks.

Getting to the root causes, sharing knowledge

- 3.58 In order to determine the root causes of major issues, and continue to develop effective local solutions to challenges, a more integrated approach to locality working has explored ways in which Core Teams can have a more rounded view of the lives of local residents.
- 3.59 The Rethink Formulation is a demonstrable example of how core team partners are adopting restorative methodologies to understand more effectively the root causes, from a whole system perspective. Rethink Formulation is a key element of the Leeds Practice Model⁹; this approach has been used to support partners to work differently

⁹ Leeds Practice Model is an evidence-based model of case formulation to support the organisation and analysis of information and to help structure conversations.

in our response to dealing with Hate Crime and ASB, looking at the whole system perspective of the lives of those involved.

Vignette 24: Rethink Formulation, Leeds Practice Model

Rethink Formulation has enabled better awareness of the identified challenges, particularly around relationships and discrepancy in the way different agencies are working with families. Following the success of holding formulation meetings with individual families, the formulation model has been applied at a community level. Feedback from those involved, which included local residents, was positive and many of the takeaways related to a feeling of hope, having had their say on issues affecting them in the neighbourhood and feeling positive about finding ways forward.

Working differently and system change

- 3.60 Core Team partners have shown innovation and creativity to resolve local issues, using strengths based, restorative and problem solving approaches to tackle local issues, there is not a 'one size fits all' solution.

Vignette 25: Pilot Playworker project, Voice and Influence Team

In 2019, a pilot Playworker project was implemented to supplement the local youth offer. The Playworkers focus was on young children aged 6-11, addressing a gap in provision for the under 11s, to create positive engagement opportunities. This enabled Youth Service to engage with the older age group. It is also being piloted as a prevention approach in diverting children away from criminal exploitation.

- 3.61 Partners have been working hard to find innovative local solutions to engage children and young people. Football has a magical ability to connect and energise communities. The Leeds United Foundation works positively to engage children and young people, to persuade them away from negative pursuits.

Vignette 26: Leeds United Foundation Kicks programme

Following on from the success of Leeds United Foundation's approach in Halton Moor, £60,000 was secured through Recycling and Energy Recovery Facility (RERF) funding, Office of the Police and Crime Commissioner (OPCC), Inner East Cluster and Leeds United Foundation funding to increase this offer to include the Burmantofts and Richmond Hill ward. This programme has been impacted by Covid-19, the funding received would enable Leeds United Foundation to provide a seven-day offer across the ward and 1:1 mentoring targeting the most vulnerable / at risk young people. The implementation of this programme will be dependent on Covid-19 government guidelines.

- 3.62 Our priority neighbourhoods have significantly higher proportions of children and young people, with a large percentage living in crowded properties, with no access to outdoor play. Leeds commitment to children's play seeks to create a child friendly city that values spontaneous play. Supporting children and young people with opportunity, time and space to play independently and with others and recognising children playing is essential to a happy, healthy childhood. A number of parks in our priority neighbourhoods have lacked any infrastructure to inspire play and recreational activities. Core Teams and targeted ward partnerships have been rethinking the design and delivery of play spaces in local parks with play design principles, community engagement and play value at the centre of playground design.

Vignette 27: Core Team 'physical activity take-over mastermind workshops'

Locality Working has provided a focus for colleagues and partners to target investment and resources to our priority neighbourhoods and target wards and our responsive local structures are enabling partners to maximise on investment opportunities. Boggart Hill, Beeston Hill and the Recreations core teams have been working to unlock £475k of Sport England funding. Core teams have run 'mastermind workshops' to provide the insight required by Sport England to demonstrate that we understand the community and the people that do great things already and how we can harness this potential to develop physical activity. As a result, Sport England funding was confirmed in November 2019 to support the Get Set Leeds project in these four priority neighbourhoods.

- 3.63 £33,000 funding has been secured to enhance the recreational play equipment in Lindsey Gardens. £61,000 funding has also been secured to enhance Nowell Mount Park, inclusive of recreational play equipment and landscaping, with a pending bid to the Football Foundation to enhance the Multi-Use Games Area. The Ministry for Housing, Communities and Local Government provided £10,000 to improve Trentham Park in Beeston Hill and this was match funded by local ward members. The park was transformed from a dull, unsafe, uncared-for space into a vibrant family-friendly play area, through a community-based project called 'Green up Your Life – For Art's Sake'. New Wortley Community Centre secured funding from the Big Lottery to create an informal play and nature garden on some greenspace adjacent to the centre.
- 3.64 Local solutions are informing new ways of working and the development of new models of working and system change. Partners have been using these models to work across targeted wards and system change can be seen across a number of directorates.
- 3.65 The contribution that migration has made to the city and in particular our priority neighbourhoods and target wards has led to more diversity, which has raised aspirations and driven improvements. This can be seen in Beeston Hill, Cliftons and Nowells and the Recreations priority neighbourhoods, where there is a real richness of diversity. However, these communities need support to overcome localised challenges and connect better with local services and opportunities.
- 3.66 The Migrant Access Project in the Clifton and Nowells was established to bridge the gap between migrant communities and services. The Migrant Community Networkers (MCNs) instantly connected with households and supported them with in dealing with Hate Crime and Anti-Social Behaviour. The MCNs brought knowledge and bilingual skills to help overcome barriers to engagement and built positive relationships. The MCNs identified a need for better support for migrant communities, particularly, newer communities to navigate and access the many services and networks available. As a result, the council successfully bid to the Ministry of Housing, Communities and Local Government (MHCLG) to employ five Community Connectors to address ongoing challenges. The following vignette provides an insight into how we are working differently with migrant communities to overcome these challenges.

Vignette 28: Better support for migrant families

The Community Connector initiative has already demonstrated that this approach is effective with over 250 referrals to date from the priority neighborhoods. This 15-month project aims to support new migrants to connect with local services and existing community networks through building bridges that encourage participation and independence. This project also adds value to wider programs of work by providing a better understanding of culture of place. The main areas of support that households have requested relate to Universal Credit, housing and employment. In addition, further funding from MHCLG has allowed the city to

lead and develop an ESOL strategy, as well as a £200,000 Language Hub grant funding pot for volunteer-led activities in communities, which bring people together to share their skills, build relationships and provide opportunities to practice conversational English.

- 3.67 Learning from the Hate Crime and ASB work in the Cliftons and Nowells has informed the LASBT review and system change.

Vignette 29: new Community Multi-Agency Risk Assessment Conference (MARAC)
Learning from the Cliftons and Nowells Hate Crime and ASB working group's approach informed the LASBT review and the development of the new ASB MARAC for the City. This conference will move forward those cases, or elements of cases, which cause the greatest concern and where the response has become stalled or is ineffective. The MARAC will be co-chaired by senior leaders from the police and council, and have representatives from a range of services – from accommodation to youth offending; they will have the seniority and responsibility to navigate an obstruction.

- 3.68 As highlighted earlier in the report (section 3.24), learning from the work in Lincoln Green with Leeds Teaching Hospital Trust (LTHT) led to further work with more of Leeds' anchor institutions to explore how they might better support the locality working in our priority neighbourhoods.

Emerging impact of Covid-19 in our most disadvantaged communities

- 3.69 The impact of Covid-19 has been high in the poorer areas of the city where the ability to withstand shocks is restricted. Work has been taking place in Leeds to understand and get a picture of the disproportionate or differential impact on inequality that is happening due to Covid-19. This work is supported by Voluntary Action Leeds, Forum Central and a range of partners who provide specialist support to the city's diverse communities. This includes gathering evidence of the impact on Communities of Interest, some of which is evidence based and some, which is anecdotal. It also shows that there is overlap across many Communities of Interest. This mirrors work that is being undertaken by Public Health on wider health inequalities of Covid-19.
- 3.70 The emerging evidence highlights that the Covid-19 pandemic has further exacerbated social and economic inequalities and we need to further understand what these impacts are on communities in Leeds. What it tells us so far mirrors national evidence and the local narrative that Covid-19 does have a disproportionate and differential impact based on where you live, your gender, your ethnicity and your job.
- 3.71 The following emerging issues are identified as being pertinent to all Communities of Interest and the general public and these include:-
- Navigating information and guidance: challenges around accessing accurate, appropriate and accessible information in a rapidly changing scene, littered with mis/dis-information and complex communications.
 - Access to essential provisions and services: challenges in gaining/maintaining access to food, essential personal and household items; and accessing support necessary to protect health, care and wellbeing.
 - Social isolation and boredom: challenges around the loss of social bonds, relationships and contact; the loss of physical and intellectual stimulation.
 - Mental Health – low-level anxiety to crisis: challenges around management of pre-existing mental health issues and the emergence of new concerns.

- Abuse, domestic violence and safeguarding issues: challenges around imposed segregation of perpetrators and victims, accessing support whilst experiencing violence and abuse.
- Concerns about restrictions being lifted: challenges around managing change uncertainty and the concerns and anxieties, which this brings.
- Digital Exclusion: communities and individuals having limited/no access to equipment and/or data thus exacerbated barriers to accessing information, support and social connection.

Covid-19: social and economic interventions

- 3.72 The pandemic emergency initiated a crisis that quickly brought to the fore a large number of needs across the communities in Leeds. The following paragraphs provide some examples of how locality-working partners have responded during the crisis.
- 3.73 VAL in partnership with Leeds City Council launched a new volunteering programme - Community Care Volunteers. The response was excellent and at its peak, the programme attracted sign ups from nearly 8,000 people across Leeds. Of these 8000 people, 5,400 went on to fully complete all parts of their induction, meaning they were ready to be deployed.
- 3.74 In order to ensure that volunteers could be deployed to support people locally, VAL worked in partnership with LCC Communities Team to set up a new network of volunteer 'hubs' across the city. Discussions were facilitated by Leeds City Council and Voluntary Action Leeds with a range of third sector organisations who were interested of being a ward level hub and leading the response to meeting needs at the local level. Twenty-seven third sector organisations confirmed their intent to participate in the programmes and the volunteer response commenced.
- 3.75 Following the launch of a central LCC Covid-19 telephone helpline in late March accompanied by a citywide distribution of leaflets to 330,000 households shortly thereafter to promote it, the Hubs took on the responsibility of responding to referrals for support from people living locally to them.
- 3.76 It is estimated that almost 64,000 food bags have been distributed by the Emergency Food Service in Leeds, which have been made up into almost 34,000 food parcels over the whole 24 weeks.

Vignette 30: New Wortley Community Care Hub

New Wortley worked through lockdown delivering essential services to the community as the local Hub for Armley. Through this work, they reached a wider audience and engaged with new people, which emphasised an ambition to have a greater reach into the local community and highlighted a previous low level of engagement with the BAME community to provision within the community centre. The centre were awarded £63,000 from the National Lottery to deliver a 6 month Covid-19 response project to meet the changing needs of local people during the pandemic. The project continues the existing Building Blocks provision, but also funds a mental health support worker and a dedicated development worker targeting the BAME community, who will develop a range of support and learning opportunities appropriate and relevant to need.

Vignette 31: Community Care Volunteer Hub: Beeson & Holbeck - Slung Low

A theatre company, Slung Low, with the help of volunteers, became very busy picking up shopping and prescriptions, delivering food parcels and hot meals, dog walking and carrying out welfare calls. They also put together the beautiful LS11 Art Gallery where local people submitted artwork, which Slung Low used to line the streets. This was a far cry from

their usual role producing large community theatre performances, showcasing the work of artists in the Holbeck and running their Cultural Community College. The Slung Low team feel that they don't want to go back to exactly what they were doing before; they've discovered new areas of the local community which they previously had little contact with, new partnerships have formed with organisations they'd never been in touch with and amazing individuals have stepped up to help. Slung Low have now returned to doing some of their day-to-day work albeit in a Covid secure environment such as outdoor performances to families and are even a drive thru show. The way that Slung Low have completely changed their service delivery and adapted to Covid-19 is huge and has made a massive impact to the local community.

- 3.77 A further need identified was for a culturally appropriate food package to meet the diverse needs of communities resident in Leeds. To address this need a process has been developed to add value to the existing Covid-19 food response. A central Cultural Food Hub has been established to respond to people with cultural food needs.

Vignette 32: Cultural Food Hub

In responding to the Covid-19 crisis, the council identified that there were residents in Leeds who needed help and support with emergency food, which better met their cultural needs. Hamara were initially identified in May 2020 to act as the Cultural Food Hub, in addition to being a community care hub, providing culturally appropriate emergency food parcels for the city. In July 2020, Infinity / Give a Gift became the Cultural Food Hub for the East of the city, in recognition of the growing delivery footprint and the high density of the population in that area. The Cultural Food Hubs have aided residents who are less willing to contact the council helpline to access to food, through direct referral to the cultural food hubs, or through frontline services supporting communities with emergency food provision. The cultural food hubs have acted as catalysts in forging strengthened relationships with other third sector organisations and enabled greater community connections with residents from diverse communities and ethnicities.

- 3.78 It is also clear that strong, effective partnerships have been developed, these partnerships are flourishing and in many cases are being developed to support wider locality needs, as described in the following vignette.

Vignette 33: School Uniform Recycling

Fall into Place, Seacroft Community on Top and LS14 Trust organised a pop up school uniform shop at Kentmere Community Centre ready for schools returning. A vast amount of clean, good quality uniform was donated and then offered to families for free. This was hugely successful with hundreds of items chosen by families, alleviating the financial pressure of purchasing new school uniform and the first steps towards regular school uniform recycling within Seacroft.

- 3.79 In recognition of the need to have an immediate and agile response to the Covid-19 pandemic, the Executive Member for Communities and Director of Communities and Environment in March 2020 approved the use of 2020/21 Wellbeing funds (£10K per ward) to support Covid-19 related activities at the discretion of local ward members. This was underpinned by a fit-for-purpose decision-making process; with members deciding on spend for each ward. As of the 10th September 2020, 142 grants had been awarded by local ward members, totalling just over £203k (61% of total budget available). Grants awarded cover a wide range of local support needs and activities including support for food banks, befriending calls, activity packs, specialist support for equality communities and virtual education and other activities. The following vignettes provide some examples of how wellbeing funds have enabled continued support through the pandemic.

Vignette 34: Mafwa Theatre

*Mafwa Theatre is a community theatre organisation working at One Community Centre with women from refugee, asylum seeker and settled communities. They use movement, voice and drama to increase confidence, improve English language and build resilient communities. They have been running weekly women's workshops since February 2018 in partnership with Leeds Refugee Forum. They responded to Covid-19 by ending face-to-face delivery on the 13th March and transforming their 'Cooking with Parveen' project focusing on food and femininity into a postal project. Each week they sent out a creative pack with activities, letter writing task, recipe, bus ticket, food voucher, responses from other members and a SAE. They sent out 274 packs to 51 women. A whatsapp group and weekly phone calls enabled them to keep in touch with the group and keep a sense of community alive. **Wellbeing funds** were granted by the **Inner East Community Committee** to purchase smart phones and data to enable them to begin to run online zoom sessions as well as provide digital support and training to their group. 19 women benefited from this digital access support.*

Vignette 35: Ciaran Bingham Foundation Trust

*Pre-Covid-19, service users used the centre to get out on a Sunday, to get a low cost meal, see friends, play bingo and volunteer for the trust. On average, they were getting about 23 service users per Sunday. Ciaran Bingham Foundation Trust are now cooking for 65+ per Sunday. The Charity's method of service delivery has changed since lockdown to "take away" meals. **Inner South Community Committee** have provided **wellbeing funds** to subsidise the increase in provision of Sunday takeaway meals.*

- 3.80 Local Ward members have led our approach to support local relief efforts and this has proved invaluable in ensuring that our response to those who needed support was fit for purpose and tailored to local needs.
- 3.81 During Covid-19, the Council has gone above and beyond to ensure that its citizens are safe at this time. The following vignette provides an example of work to support our migrant communities, further details and examples can be found in the Executive Board report: Annual update on the strategic approach to migration in Leeds, October 2020.

Vignette 36: POMOC (Help)

The team, in partnership with other services led and delivered the POMOC service through a virtual weekly drop in to targeted eastern European communities. Referrals were received from local, statutory services and churches, to provide support to service users mainly from priority neighbourhoods, around welfare, housing, EU Settlement Scheme and further signposting. Since May 2020 this service has received approximately 50 referrals and a further two drop-ins were set up to meet demand. This will continue until face-to-face contact is resumed.

- 3.82 During lockdown youth providers moved quickly to embrace new ways of working moving away from face to face group work, utilising digital platforms and keeping in touch by telephone so they could continue to engage with young people.

Vignette 37: Youth providers

Youth providers have been using digital platforms to engage with young people, examples include chat rooms, online CPR sessions, support with schoolwork and Bike 100 mile challenge and couch to 5k challenge. Youth Service have been working alongside the Neighbourhood Policing Teams providing detached youth work to engage with young people and reinforce the Covid-19 guidelines. Funding has been secured to put together activity and information packs, inclusive of activity booklets, young person friendly Covid-19 information and advice materials on coping with stress. Cardboard boxes filled with resources to promote

play, physical activity and art/design have also been delivered to the doorsteps of the most vulnerable families.

Vignette 38: Healthy Holidays

Throughout the summer holidays there has been an impressive collection of Healthy Holidays programmes, which have taken place despite the significant challenges Covid-19 has presented. They have been delivered by the third sector, Leeds City Council and local schools. The provision has varied across the city and has included socially distanced activities predominantly outside, activities delivered to children and young people to do at home, online activities and the provision of food.

- 3.83 Public Health have been working with a wide range of partners to develop and implement the Leeds Outbreak Control Plan for the city. The following vignette provides an example of localised implementation.

Vignette 39: 'Pop up' Covid-19 test centre in Harehills

In response to a clustering of cases in LS8, Public Health, Communities, Housing and Adult Social Care, along with third sector volunteers, worked extremely hard to set up and run the 'pop up' Covid-19 test centre at the Bilal Centre in Harehills. They door knocked on local streets and engaged local people, raising awareness of key messages and the local testing offer. Volunteers from Voluntary Action Leeds (VAL) were able to support the door knocking with community languages (Czech, Urdu and Punjabi). The centre was well attended by local residents and the testing positivity rate was high (suggesting effective engagement). Positive and strong communication through Bilal centre's Facebook and WhatsApp platforms have helped us raise awareness of the testing site with over 300 members. Local ward members have played a key role in shaping our approach and promoting and engaging with local residents through posting repeatedly on the Inner East Community Committee Facebook page, and local radio – Breeze and Fever FM. The success of the centre is a testament to partnership working across the Council and the wider system. Following a recent visit by a Number10/Cabinet Office Covid taskforce, Leeds was commended for displaying 'huge evidence of collaborative approach across partners and engagement with communities.'

Neighbourhood Improvement Board (NIB)

- 3.84 The city wide Neighbourhood Improvement Board provides strategic oversight of locality working in our priority neighbourhoods, and consists of senior representation from within the Local Authority, NHS, Police and Third Sector.
- 3.85 It is chaired by the Executive Member for Communities, who has been resolute in the board's ambition to tackle poverty and reduce inequalities in our most disadvantaged communities. The Chair of the Neighbourhood Improvement Board has supported the locality working approach from inception, observing and championing the impact demonstrated throughout this report from integrated multi-disciplinary locality working approaches.

Performance management framework for locality working

- 3.86 We have been working to adopt a consistent approach to establishing baselines and tracking trends within the priority areas. Profiles have been developed for each priority neighbourhood to track changes over time. Given that the Index of Multiple Deprivation (IMD) 2015 was the primary basis on which the Areas were first identified, it is logical that where possible we draw on the same underpinning data and analysis as the IMD. We can also adopt the same broad categories where recent data is available these are claimant count; children in low-income households; educational attainment and absence; crime, public health indicators, long-term empty properties.

- 3.87 It is important to note that due to the time lag in the data that underpins the IMD that these profiles provide a baseline for each Area rather than a measure of progress since the priority areas programme was established in 2017. In addition, we believe that these profiles can be augmented by surveys of the local community to a common set of questions, to provide more immediate insights and perceptions of progress.
- 3.88 However, Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions and the outcomes in our most disadvantaged communities. Therefore, the performance management framework will form a focus of work going forward and profiles will be reviewed to take account of the emerging impact in our priority neighbourhoods.

Scrutiny Board's support in the successful delivery of locality working

- 3.89 Environment, Housing and Communities Scrutiny Board have already influenced and shaped the design of the locality working approach during its highly effective working group meeting of October 2017. This contribution informed the Executive Board report update presented in November 2017, and was acknowledged by Executive Board in its decision-making.
- 3.90 A particularly valuable part of that process was the engagement of the other scrutiny boards at the working group discussions. Improving outcomes in priority neighbourhoods requires a process of significant change and a 'can-do' approach from council services and departments. The Environment, Housing and Communities Scrutiny Board is well placed to provide leadership on this agenda, working alongside other scrutiny committees to co-scrutinise the engagement and contribution of all departments and services to the new approach.
- 3.91 It has also been highly beneficial to have the Environment, Housing and Communities Scrutiny Chair as a member of the NIB. This presence has allowed sustained dialogue and input to take place from the Scrutiny Board, and helped to shape the strategic direction of the locality-working programme and its implementation.
- 3.92 A twelve-month progress report was submitted to the Environment, Housing and Communities Scrutiny Board on the 9th January 2020. The report was well received by Scrutiny Board, the examples of success the report highlighted, and which were expanded upon in the meeting, were cited as a credit to the officers involved and clearly reflective of our ambitions as an organisation as set out in the Best Council Plan and its supporting strategies including the Health and Well-Being Strategy.

Future role of all Scrutiny Boards

- 3.93 The Environment, Housing and Communities Scrutiny Board have requested that all Scrutiny Chairs consider their role in relation to how they can add value to the work of the Neighbourhood Improvement Board, chaired by Councillor Coupar.

Neighbourhood Improvement Board's response to Covid-19

- 3.94 Since the outbreak of the pandemic and lockdown, there has been a significant focus on combatting the impact of the Covid-19 crisis. The Neighbourhood Improvement Board reconvened in July 2020, with renewed vigour to address poverty and

inequalities in our most disadvantaged communities, exacerbated further by the disproportionate impact of Covid-19.

- 3.95 At the July Neighbourhood Improvement Board meeting, NIB Board Members requested the development of a 'Covid-19 Crisis Recovery Plan: Locality Working', to build on the need to work differently due to the impact of Covid-19 and to ensure a continued focus on poverty and inequality in our most disadvantaged communities.
- 3.96 A Covid-19 Crisis Recovery Plan: Locality Working is in development and features six strategic strands:
Strand 1: Discovery: understanding the impact of Covid-19
Strand 2: Locality working in priority neighbourhoods and target wards
Strand 3: Locality Working: managing local outbreaks
Strand 4: Role of the Third Sector
Strand 5: Communication and engagement
Strand 6: Strengthening the system and structures of locality working arrangements
- 3.97 The recovery plan will form a strong focus of the Neighbourhood Improvement Board going forward.
- 3.98 Key to this will be connecting the city's most disadvantaged neighbourhoods to economic opportunities in order to achieve the ambitions of locality working and strengthen our most disadvantaged communities. Throughout this report, there are references to the success and the impact that this can have in areas of significant need. Therefore, leveraging in external funding will continue to be a priority of core team partners. It is also important to recognise the Councils difficult budget position, nevertheless the disproportionate impact of Covid-19 in our disadvantaged communities means that continued investment will still be required, irrespectively. NIB partners would like to see a formal process that strategically aligns economic opportunities and capital investment programmes to the city's Neighbourhood Improvement Board priority neighbourhoods.
- 3.99 Priority neighbourhood core teams continue to work hard to progress programmes of work, where possible. The following vignettes provide examples of recent programmes of work.
- 3.100 Cliftons and Nowells:

Vignette 40: Nowell Mount Youth Hub and Nowell Mount Park

Nowell Mount Youth Hub: Over £200,000, capital funding has been sourced to build an extension to Nowell Mount Children's Centre. Despite losing 8 weeks during lockdown, works have continued and the building will be handed over by the end of September. The extension will enable the creation of a youth and community centre. The Communities Team are working with CATCH, BARCA, Youth Service, Active Leeds and Nowells Community Group to explore next steps in terms of youth activities. Applications are currently being developed for the next round of West Yorkshire's Violence Reduction Unit (VRU) funding for 2020/21 to fund some key anchor youth/ community based organisations for the next 6 months to support the Covid recovery phase in the Nowells.

Nowell Mount Park: Over £60,000, funding has been secured through CIL, Inner East Housing Advisory Panel and Ministry for Communities Housing and Local Government to enhance Nowell Mount Park. Installation of recreational play equipment ceased when lockdown commenced, this has now resumed and is nearing completion. The new equipment includes gym equipment and various play elements.

3.101 Lincoln Green:

Vignette 41: Lincoln Green investment plan

Following a discussion at the inaugural Neighbourhood Improvement Board, a cross service approach to regenerating Lincoln Green is underway. The purpose of this project is to guide the development of the Lincoln Green Investment Plan. The Investment Plan will set out the actions required to deliver physical regeneration within the Lincoln Green area over the next 10+ years, identify the investment appetite and avenues for securing the required investment. The project will seek to provide regeneration solutions to address market failure, promote good growth and community/social wellbeing in line with the city's core strategies for inclusive growth, health and wellbeing and climate emergency. The project will explore the dilemmas faced by Lincoln Green, with the risks and opportunities of taking several courses of action clearly articulated in the options appraisal and subsequent Investment Plan. The investment plan is being driven by a project team with officers from the council's Regeneration Team, Asset Management Team, Communities Team, Public Health Partnerships Team, Housing Leeds and Highways.

3.102 Recreations:

Vignette 42: Streets for People

Following a briefing at the core team, where partners raised the need for improvements. Highways supported the development of local proposals and were successful in acquiring £1 million from the Department of Transport and West Yorkshire Combined Authority to transform streets in the Recreations area of Holbeck, creating additional greenspace and a safer environment, as part of the Streets for People initiative. Following initial consultation, officers engaged in the project had their duties reassigned as part of the Covid-19 response however, traffic engineering are looking to start the reengagement of this project soon and hope to bring forward a design developed from the community consultation, within the next 6-8 weeks.

3.103 Boggart Hill:

Vignette 43: Kingsdale Court

The Neighbourhood Improvement Board in April 2019, agreed to consider a long-term comprehensive solution to the challenge of Kingsdale Court, utilising the full powers of the Council and partners to tackle this site in the short, medium and long term. As part of landmark action taken by the Leeds Anti-Social Behaviour Team (LASBT) and West Yorkshire Police at Leeds Magistrates Court in February 2020, a three-month closure order was subsequently granted for each flat located in Farnley House (the worst block) with a further extension to this order being kept in place until August 2020. An additional closure order was granted for Gilstead House, and extended until November 2020. In securing these orders, this is the first time wholesale action has been taken against private sector leaseholders and administrators in one block. In addition, the Development Department are currently considering a longer-term strategy for the Kingsdale Court site.

Boggart Hill, Rein Park

Rein Park now has a performance circle and new trees installed as the first phase of £200k of improvements. Work continued over the summer to engage the community in proposed works through playful activities delivered in the mini play boxes that went out to local families. Xplorer a family friendly, fun, navigation challenge session was also held in the park encouraging families to get active and explore their surroundings.

3.104 New Wortley

Vignette 44: Regeneration and connectivity

Following discussions around regeneration and connectivity opportunities at the January 2020 NIB meeting, partners are coming together to explore opportunities around the British Gas site, the Armley Gyratory and connectivity to the city centre. New Wortley

Community Centre's Chief Executive has also been invited to the October Anchor Institution meeting, to present opportunities for collaboration with the group.

3.105 Beeston Hill:

Vignette 45: Bin yard improvements

A central capital injection of £125,000, which was boosted by financial allocation from local Elected Members through their capital budget, was approved to deliver ward improvements to bin yards. Following extensive consultation with elected members in response to local challenges around waste management, flytipping and public health concerns it was agreed that bin yards in Beeston Hill should be targeted for improvement. During lockdown the bin yards have been removed and traditional wheelie bins replaced by 1,100 litre euro bins housed in bespoke metal frames. This work has significantly improved the local infrastructure and service outcomes. Groundworks were commissioned to deliver the project and alongside the building work there has been conversations with residents regarding the transition of bins and what they should do with their waste002E

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 Locality working places the active involvement of citizens, which includes locally elected Councillors, as a vital ingredient that underpins this approach. All six-priority neighbourhoods have placed significant emphasis on community engagement and working with local communities to harness a local voice, develop local solutions through social action.

4.2 Equality and diversity / cohesion and integration

4.2.1 An equality impact assessment was undertaken on the proposals to develop an approach to Locality Working in November 2017, attached as Appendix 4. Equality and Diversity is an integral part of the work on tackling poverty and inequality and strengthening the city's most disadvantaged neighbourhoods and communities.

4.2.2 A new Communities equality improvement priority has been established which aims to 'Improve equality outcomes across the six priority neighbourhoods'. Published alongside the rest of the council's equality improvement priorities for 2018 – 2022, progress is included within the annual update. This priority helps to include equality considerations within all aspects of work in the priority neighbourhoods.

4.2.3 Equality of access to services and communication has been identified as an initial priority across all six-priority neighbourhoods. Several of the communities are very diverse, with higher than average numbers of new communities with language barriers and low levels of ability to read and understand written English across all communities, whilst in other areas there is evidence of a higher degree of settled communities facing more entrenched poverty.

4.2.4 There are several examples of improving access to services, empowering communities to be confident enough to do more for themselves and addressing some of the presenting symptoms of poverty. Whilst targeted interventions across the six priority neighbourhoods have largely tackled poverty, a number of equality characteristics have been supported. The City Listening Project, for example, has ensured that women living within priority neighbourhoods as well as target wards have been supported to voice their views on issues facing women and it will inform

the work of the Government Equality Office and it will be used within Leeds to inform decision-making.

- 4.2.5 We will continue to give due regard to equality to individual proposals through undertaking equality and diversity impact assessments when individual proposals for interventions are developed across the priority neighbourhoods.

4.3 Council policies and the Best Council Plan

- 4.3.1 The newly updated Best Council Plan 2020-2025 reflects the current Covid-19 context, while maintaining the three pillar priorities of inclusive growth; health and wellbeing; and climate change, under the overarching priority of tackling poverty and inequalities. Covid-19 continues to have a hugely significant impact on all areas of the Best Council Plan, with the economy, employment, education, community resilience and health and wellbeing all detrimentally affected by the pandemic, which will undoubtedly limit progress towards our ambitions.

- 4.3.2 Locality working in our most disadvantaged communities, tackling poverty and inequalities, will be key to guiding the recovery period, particularly as we begin to better understand the long-term health, social and economic impacts of the pandemic.

Climate Emergency

- 4.3.3 Swings in climate and more extreme weather will create inequality, as financial disparity creates pressures between those able to invest in measures to maintain comfort, diet and activity that may be denied to those least able to afford it. A range of initiatives within the priority neighbourhood approach supports the climate emergency agenda. These include planting additional trees, helping to improve air quality; also work to improve housing conditions, delivering greater energy efficiency and thereby reducing fuel poverty. Further exploration of the issues and potential solutions in respect of our most disadvantaged neighbourhoods is planned following the state of the city meeting on the climate emergency held on the 3rd of February 2020.

4.4 Resources, procurement and value for money

- 4.4.1 The work articulated in this report currently makes best use of existing resources already working in neighbourhoods and seeks to do things differently by making best use of the leadership role and knowledge of locally elected representatives, working with residents to shape their neighbourhoods and inform service re-design to tackle poverty and reduce inequality. It also seeks to help communities to be more resilient, strengthen cohesion and prevent issues and challenges escalating in priority neighbourhoods.

- 4.4.2 To make continued progress, an investment-oriented approach is needed whereby available resources, for example, capital investment schemes are better targeted to these priority areas through a more joined up working across services.

4.5 Legal implications, access to information, and call-in

- 4.5.1 The city's existing neighbourhood improvement architecture has been re-shaped and a citywide neighbourhood improvement board led by the Executive Member for

Communities holds the responsibility for these developments and oversight for the programmes of work that they will require. Local ward members are instrumental in both the local arrangements and the citywide Board.

4.5.2 There are no exempt items so there are no access to information issues.

4.5.3 There are no legal implications for the work articulated in this report.

4.5.4 This report is eligible for call-in.

4.6 Risk management

4.6.1 The Council has determined a risk to community cohesion and it has established this risk on its corporate risk register. It has also been discussing a need to change radically the way we work in localities and has implemented a new approach to locality working in November 2017. Pressures in some of our most challenged and disadvantaged neighbourhoods are now greater than ever due to a range of factors. The communities of Leeds have changed rapidly over the past decade, this is more apparent in the city's most disadvantaged neighbourhoods. A failure to fully engage and be inclusive to all the communities of Leeds may result in increased tensions leading to a sense of alienation and isolation.

4.6.2 These fractures may increase the city's risk of becoming more susceptible to the influences of those who want to divide our communities, making them more polarised and vulnerable to extremism and other harmful influences. The locality working approach seeks to engage with all communities, with a strong focus of the work on strengthening communities and building self-reliance and more resilient communities.

4.6.3 This approach also seeks to mitigate against deterioration in our most disadvantaged neighbourhoods, and a worsening of these neighbourhoods nationally in future IMD analyses. Moreover, we will not deliver against our key aim of tackling poverty and inequality and delivering on our ambition to be a compassionate city.

4.6.4 It would be simplistic to assume that priority neighbourhoods could be supported by redirecting resources from communities and neighbourhoods, which are largely self-sustaining and thriving. The reality is that resources in many front-line operations have already been deployed on a needs led basis with limited capacity from simply shifting where staff work to another area. The agility of organisations to respond in the context of broader economic changes could challenge the pace of improvement.

4.6.5 Furthermore, failure to fully engage and get the full buy in of a wide range of partners and council services to support the delivery locality working approach will hamper the council's efforts to deliver significant and sustainable change in our most disadvantaged neighbourhoods. It is therefore imperative, that we maintain and build on the whole Council approach, maintain momentum, working with local communities to drive change and much needed improvements.

5. Conclusions

5.1 The locality working approach supports the council's ambition to improve the city's most disadvantaged neighbourhoods through the Best Council Plan priorities and it is integral to Inclusive Growth, Health and Wellbeing and the Climate Change Emergency, focusing its efforts on interventions to tackle poverty in our most

disadvantaged neighbourhoods and helping to develop thriving, more resilient communities.

- 5.2 This report demonstrates that locality working is evolving through collaboration, innovation and good practice. It is making best use of the physical and human assets we have in our local areas and harnesses the community spirit within our localities. It is rooted in the democratic accountability of local ward members to their wards, community committees, strong community leadership, early intervention, reducing the need for residents to continuously engage with expensive council or health services unnecessarily.
- 5.3 Bringing people together, from councillors, individual residents, businesses, community and faith groups, community leaders and public sector bodies, to create a focus around our most disadvantaged communities to target investment and resources. Our expected outcomes in the medium to long term is to see an increase in active citizenship and more community ownership of issues, challenges and solutions. Building community resilience is key to driving this change requiring investment and continual buy-in of all those involved and impacted.
- 5.4 Working closely with the Environment, Housing and Communities Scrutiny Board is helping to continually shape locality working and this scrutiny board's support in working with other Council scrutiny boards will help to deliver the council's ambition for a system-wide approach with organisational development at its centre.
- 5.5 Six months on from the start of the coronavirus (Covid-19) pandemic in the UK, Leeds has navigated unprecedented challenges, which have evolved over the course of the pandemic. Covid-19 has had a significant negative impact on poverty and inequality in our most disadvantaged communities. In responding to these changing circumstances, our priority has not changed, and our focus remains in the most disadvantaged communities. Locality working partners have responded quickly and flexibly, adapting at pace to meet changing demands. The benefits of locality working, through more multi-disciplinary integrated ways of working have been illustrated throughout this report. This is a unique point in time, where we are seeing significant changes and the need to utilise our skills and expertise to reconfigure ourselves to operate as effectively and efficiently as possible has never been more important given the economic pressures facing public, private and third sector services. There is the opportunity to shape a refreshed locality-working framework that encompasses whole system change, with a move away from specialism silos to more integrated locality working multi-disciplinary approaches.

6. Recommendations

Executive Board are asked to consider the content of the report and agree the following recommendations. That this Executive Board –

- 6.1 Note the positive comments of the Environment, Housing and Communities Scrutiny Board on the strong progress made to date.
- 6.2 Request that the Executive Member for Communities work with the Chair of the Environment, Housing and Communities Scrutiny Board to consider the engagement of other scrutiny boards in the work.

- 6.3 Request the Director of Communities and Environment and the Director of Housing and Resources consider the implications of the work to date for organisational development **and design work** in the council.
- 6.4 Request that the Directors of Communities and Environment, Housing and Resources, and City Development consider the implications of the progress to date for further improving the connectivity of the city's most disadvantaged neighbourhoods to economic opportunities and aligning capital investment programmes.

7. Background documents¹⁰

- 7.1 None

¹⁰ The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.